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ABSTRACT

This report is part of a case study of the organization and administration of family planning in information, education and communication programs in the Philippines and Malaysia. The study focused on the communication behavior and role perceptions of administrators, who must disseminate information and make decisions within their communication networks. In June and July 1972, structured interviews were held with a total of 69 administrators (47 from the Philippines and 22 from Malaysia). Results of the survey indicated that administrators characteristically send out more information than they receive. In addition, administrators perceive the initiation of communication as a principle means of defining status. Administrators generally prefer the "one-to-one conference" to other channels of communication. A concern of administrators is that decision making should reflect democratic principles. This is discerned from the observation that directors always consult small groups on important matters in both Malaysia and the Philippines. (EE)

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COMMUNICATION AND DECISION-MAKING BEHAVIOR OF IEC ADMINISTRATORS IN THE PHILIPPINES AND MALAYSIA

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By

Huber W. Ellingsworth and Florangel Z. Rosario

Case Study Report No. 2*

Dr. Ellingsworth is Chairman and Professor of the Department of Communication, University of Hawaii and was consultant to the East-West Communication Institute when the study was conducted; Dr. Rosario is Research Associate of the East-West Communication Institute and Assistant Professor of Communication, University of Hawaii.

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CS500 335

COMMUNICATION AND DECISION-MAKING BEHAVIOR OF IEC ADMINISTRATORS IN THE PHILIPPINES AND MALAYSIA

By

HUBER W. ELLINGSWORTH AND FLORANCEL Z. ROSARIO

Introduction

This report is part of a case study of the organization and administration of family planning IEC programs in the Philippines and Malaysia. It focuses on how administrators act as communicators and as decision-makers in the conduct of their work. The goal of the report is to provide a more complete picture of the role of IEC administrators for possible use in consultation and training programs.

The Study Group

This report is assembled from data obtained during June and July, 1972, by means of structured interviews with a total of 69 administrators; 47 from the Philippines and 22 from Malaysia. The breakdown into sexes appears thus: 22 males and 25 females, Philippines, 7 males and 15 females, Malaysia. In terms of status, (based on job description, and educational attainment), the group consisted of: High status, 12 Philippines, 5 Malaysia; middle status: 30, Philippines and 12, Malaysia; lower status, 5, Philippines, 5, Malaysia. Of the total, 12 represented public agencies and 12 were from private agencies in the Philippine group; 15 public and 7 private in the Malaysia group (See Table I for summary). All information consists of self-estimates of communication activity and decision-making behavior.

The report consists of two parts: (1) A description of communication method and its relationship to source and receiver status, and

(2) an in-depth look at the middle status administrator in terms of formal and informal communication networks, communication styles, and leadership values. Where appropriate, footnote reference is made to comparable theory and research by other investigators.

A. COMMUNICATION BEHAVIOR OF IEC ADMINISTRATORS

A number of factors can be employed as independent variables in describing an administrator's communication behavior. These include his communication methods, such as telephone or memo, his status within the organization, and the status of those communicated with, which may be combined in various ways. Still another possible comparison is of perceived amount of communication inside the organization vs. outside the organization. In a two-country study such as this, country identity may be used in comparing the matters mentioned above. Since data on all these details was provided by the interviews, the results are reported below.

Communication Method

Respondents were asked how much they relied on each of seven communication methods in their daily work. Amount of use was specified as "much," "some," "little," and "none," and the responses were assigned values of 1, 2, 3, and 4 respectively, for computational purposes. Means were then computed for all the various groups and methods. This made possible not only comparisons of the means, but also ordinal rankings from "most used" to "least used" and "most active" to "least active." Table I specifies overall ranking of the seven methods, as well as use by administrators from the two countries.

Table I

Overall Rank and Country Rank of Seven Communication Methods

Methods	Overall Rank	Philippine Rank	Malaysian Rank
1. 1-1 Conference	1	2	1
2. Sharing Correspondence	2	1	3
3. Reports	3	4	2
4. Small Group Discussion	4	3	5
5. Telephone	5	5	4
6. Memos	6	6	6
7. Lectures	7	7	7

Apart from the bottom three methods, there are some apparent differences. Sharing correspondence is the most preferred method in the Philippines as compared with Malaysia, which has a small and concentrated central staff and gives first preference to two-person conferences. Malaysians place a slightly lower preference on group discussion, again perhaps because of small staff size. Reports evidently play a larger role in Malaysia, a possible indication of more centralized procedure than in the more diverse Filipino system.[1]

Receiver Status and Method

The next matter to be examined is relative frequency with which the various methods are employed by all sources when communicating with superiors, subordinates, and peers. The information is reported in Table II, including mean use of the methods and corresponding rank. The lower the mean, the higher the preference.

Table II

Choice of Method and Receiver Status

Method	With Subordinates	With Peers	With Superiors
1. 1-to-1 Conferences	1 (1.00)	1 (1.06)	2 (1.25)
2. Share Correspondence	3 (1.36)	5 (1.62)	3 (1.32)
3. Reports	2 (1.32)	2 (1.30)	1 (1.13)
4. Small Group Discussion	4 (1.39)	4 (1.52)	4 (1.57)
5. Telephone	6 (1.84)	3 (1.33)	5 (1.67)
6. Memos	5 (1.59)	6 (1.80)	6 (1.68)
7. Lectures	7 (2.13)	7 (2.20)	7 (2.20)

From this information, it appears that relative status has some effect on choice of method. Memos and lectures still are little preferred, as is the telephone, except for its popularity in contacting peers. Small group discussion is consistently in fourth place, though the means indicate that it is more often chosen for working with subordinates than with others. Reports are understandably more used for contacting superiors than others. For no apparent reason, correspondence is shared less frequently with peers than with those of other relative status. Apparently, people feel less free to initiate 1-1 contact with superiors than others because of status difference.

Status of Source and Amount of Activity

The interviewees were classified as of higher, middle, or lower status by means of an index which included job title, salary, education, and number of employees supervised. This classification makes possible an analysis involving amount of activity, method, and the status relationship of sources and receivers. Table III provides the combined mean choice of all methods by higher, middle, and lower status

sources when they are communicating with subordinates, peers, and superiors. Again, the lower means indicate higher perference.

Table III

Mean Amount of Activity by Source Status When Communication is With Subordinates, Peers, and Superiors

Source Status	With Subordinates	With Peers	With Superiors
Lower	8.0	8.0	8.7
Middle	7.0	6.9	6.9
Higher	7.0	7.1	5.7

As for the lower-status sources, there is clearly no difference between amount of communication with subordinates and with peers. A t-test of the difference between the means of 8.0 and 8.7 revealed no statistical significance between contact with peers and superiors. Middle-status individuals employ an almost identical volume of communication with persons above, below, and on the same level. As for higher-status administrators, they communicate significantly more with their superiors than with peers and those of lower status.

There is also a consistent pattern in overall activity with higher-status persons most active, followed by middle- and then lower-status individuals. This is consistent with the view that initiation of communication is a principal means of defining status in any organization.

Status of Source and Use of Particular Methods

The next aspect of communication activity to be examined is the relation among source status, receiver status, mean choice and resultant rank of the seven methods. Table IV deals with lower-

status sources who are communicating with subordinates, peers, and superiors.

Table IV

Method by Middle-Status Source with Three Receiver Levels

Method	With Subordinates	With Peers	With Superiors
1. 1-1 Conference	1 (1.0)	1 (1.3)	1 (1.3)
2. Sharing Correspondence	2 (1.4)	2 (1.6)	3 (1.5)
3. Reports	2 (1.4)	2 (1.6)	1 (1.3)
4. Small Group Discussion	4 (1.5)	4 (1.7	4 (1.6)
5. Telephone	7 (2.2)	4 (1.7)	6 (2.2)
6. Memos	5 (1.8)	6 (1.9)	5 (1.7)
7. Lectures	6 (2.1)	7 (2.2)	7 (2.4)

Consistency of method ranking across status indicate that the administrative "middle men" are little affected by status in choosing how they will communicate. The only notable departure from this is willingness to use the telephone with peers but not with those above or below. This same tendency appeared in the lower-status group. The final analysis in this section deals with higher-status sources, reported in Table V.

Table V

Method by Higher-status Sources with Three Receiver Levels

Method	With Subordinates	With Peers	With Superiors
1. 1-1 Conferences	1 (1.1)	1 (1.0)	3 (1.1)
2. Sharing Correspondence	4 (1.4)	5 (1.7)	1 (1.0)
3. Reports	2 (1.2)	3 (1.6)	1 (1.0)
4. Small Group Discussion	2 (1.2)	3 (1.6)	4 (1.3)
5. Telephone	6 (1.6)	2 (1.2)	6 (2.0)
6. Memos	5 (1.5)	7 (1.9)	5 (1.7)
7. Lectures	7 (2.2)	7 (1.9)	7 (2.5)

Higher-status administrators, like their lower-status colleagues, reflect an awareness of status difference in choice of method. They follow the pattern of the other two groups in preferring to talk with peers on the telephone. They share correspondence more readily with superiors than others and elect group discussion more readily with those of lower or equal status than with their superiors.

Commentary on Status and Method

Several matters stand out to the Western-oriented investigator. One is the low value assigned to memos and telephone, the principal communication techniques of the U.S. bureaucrat. Apparently the needs to personalize messages and to distribute information and decisions, accomplished in the West by telephone and memo, are met by this study group in 1-1 conferences. One reason may be technological, involving the number of telephones and the efficiency of the system. Malaysian telephones appear to function better than those in the Philippines (and the telephone is slightly more preferred by IEC administrators in Malaysia) but overall the telephone still ranks fifth in perceiver use. A limitation on wider use of memos may be scarcity and cost of paper and limited availability of copy machines. Overall, another possibility for explaining the reliance on face-to-face contact may be in cultural preferences. Administrators in the Philippines and Malaysia may prefer the less efficient method of 1-1 contact over interposed methods which restrict the total flow of information and immediate feedback. A summary of the respondent's characteristics appear thus:

Table VI

		Males	Females	High Status	Middle Status	Lower Status	Public	Private
Philippines	47	22	25	12	30	5	12	12
Malaysia	22	7	15	5	12	5	15	7
Totals	69	29	40	17	42	10	27	19

Having provided an overview of the communication behavior of all IEC administrators represented in the group of respondents and with special focus on methods and channels employed in communicating to others, the second part of this paper will subsequently deal with other matters relating to communication behavior and decision-making. The middle-status group, having the largest representation, has been chosen as the unit of analysis.

B. COMMUNICATION BEHAVIOR OF MIDDLE-STATUS ADMINISTRATORS OF IEC FAMILY PLANNING PROGRAMS IN THE PHILIPPINES AND MALAYSIA

The focus of this study is the communication behavior of middle-status personnel in IEC programs in family planning in both Malaysia and the Philippines. Communication behavior is defined here as the respondents' perceptions of their behavior in the following areas: (1) on-the-job communication measured by the amount of time spent in sending and receiving messages connected with getting one's work done; (2) direction of communication flow, i.e., how much communication and what "style" is employed in sending messages to (a) superior, (b) subordinate, and (c) peer; (3) channels employed; (4) formal and informal communication networks; (5) desired attributes of leadership and working relationships, supervision and other decision-making areas.

a) On-the Job Communication

Among the 30 middle-level respondents in the Philippines, there is clearly a tendency to communicate with peers outside the organization (43.8%)[2] as well as subordinates within the organization (40.2%) (See Table VI). In Malaysia, however, response from the 12 middle-level personnel indicated that a majority (81.7%) of all communication was directed to subordinates within the organization. This was followed by communication with subordinates outside the organization (43.1%) and peers outside the organization (32.8%). There is very little communication with peers within the organization (18.7%) which can be partly explained by the fact that the centralized structure of the Malaysian National Family Planning Board allows decision and information to flow from top-level administrators to operating personnel in the various states. Since each section director (Information, Research, etc.) functions almost independently and is primarily responsible for effective coordination of personnel under his supervision who are in the field, it is not surprising to find that there is little communication with peers within the NFPB board. Likewise, the information officers who are here classified as "middle-level" personnel function primarily in the field in their particular state and do not work with peers within the organization except in a few national programs.

The informal communication network in the Philippines indicates a pattern of more time spent in sending communication rather than in receiving. Sixty-three percent indicated that they send out more communication, 12% said they spend more time receiving information

and 25% indicated they spend approximately equal amount of time sending and receiving information. In Malaysia, the pattern remains the same. Among those who responded, 33% said they do more sending than receiving, and 17% said they do more receiving than sending. Twenty-five percent indicated they spend approximately equal amount of time. There is no significant difference in the amount of time spent in giving or receiving orders, facts and judgments among respondents in the two countries. In other words, the average amount of time spent in each of the three types of sending and receiving behaviors is about 25-35%. The informal network pattern in non-work situations in both contries also varies quite considerably (Table VII). Malaysians indicate frequent interaction with peers (92%) and subordinates (67%) and supervisors (42%) more than the Filipinos who say it is only 33% of the time that they interact with both peers and subordinates on social occasions.

b) Direction of Communication Flow

The question of amount of communication via the channels of telephone, memorandum, correspondence, reports, one-to-one (face-to-face), small groups, and formal lectures yielded the following responses (see Table III). The table shows the mean response indicated by the categories Much, Some, Little and None. The most frequently used form of communication with superiors and subordinates and peers in both countries is the one-to-one form of communication followed by correspondence and reports. Formal groups are used least in both countries. There is apparently a more formal structure in Malaysia as shown by the little use of telephone in communicating

with both superiors and subordinates although much use of it is seen in communicating with peers.

c) Communication Styles & Methods

Tables IV and V show various communication styles employed in sending messages to superiors, subordinates and peers in the order of frequency. What appears striking is the difference in the type of response manifested by both the Filipinos and the Malaysians to the item, direct oral communication. The Filipino respondents appear to prefer communicating face-to-face directly with either superior, subordinate or peer; on the other hand, their Malaysian counterparts indicate a majority agreement that this is the least preferred style. Another striking difference is the Malaysian preference for routing information orally to a superior's assistant while on the other hand, the Filipinos agree that this is the least preferred style of sending communication. An area of agreement among Malaysians and Filipinos is on the style of routing information in writing to an assistant of a superior. Other styles suggested are direct solicitation of opinion (face-to-face) and consensus-seeking.

On the matter of decision-making in the organization (See Tables XI and XII), the Filipino respondents are in unanimous agreement (100%) that a frequently observed decision-making behavior for most executives is for the director to consult a small group. Sixty-seven percent of the Malaysians rank this as a frequently observed form of decision-making (67%) together with the director consulting a small staff which also scored 67%. The latter is apparently a

common behavior since 33% of the Malaysians rated this as a style that occurs "almost always" and 25% of the Filipinos ranked this "almost always" and 63% of the same respondents said this was a frequent form of decision-making. Both Malaysians and Filipinos think that the director seldom decided by himself; both groups, however, thought that a frequent form of decision-making behavior is for the larger group to decide on most important matters.

Most respondents in both countries thought that their opinions have been sought in most decision areas, e.g., budget, program, personnel, social and other policy matters. A Majority felt that their opinions were solicited particulalry in program and personnel matters.[3]

d) Perception of Supervision and Desired Attributes of Leaders and Peers

A majority agrees that adequate autonomy is provided to subordinates as[4] indicated in the response to the category "most of the time" when the question of autonomy was asked. Likewise, it was perceived that a satisfactory amount of autonomy is provided by superiors among respondents in the Philippines and Malaysia. Respondents in both the countries also think that the "ideal" amount of supervision is what they now receive from their superiors (81% among Filipinos, 92% among Malaysians). There is also the tendency to be open and trusting in relationships with superiors, subordinates and peers in both countries.

On a seven-point scale containing three bi-polar adjectives (authoritarian vs. democratic, task-oriented vs. human-relations-

oriented, and not accessible vs. accessible), the response among all respondents shows a very similar pattern. The mean response indicates a tendency to lean towards the adjectives at the opposite side, e.g., democratic, human relations-orientation and accessibility attributes. The Malaysians place human-relations orientation at 4.5 of the scale which indicates that a number had also shown preference for task-orientation (See Table XV-B).

Table XVI also shows the ranking given to seven attributes for peer relationships. As shown herein, similarity in values and interests ranked first followed by similarity in educational level.[5] The next preferred attribute was similarity in economic class and this was followed by such ties as previous acquaintanceship, kinship, and similarity in religious and political beliefs. A number of respondents, particularly in the Philippines commented on the value placed on interpersonal relationships. For instance, one remarked that a certain colleague was liked more because "he understands your needs, feelings and is receptive to new ideas."

On the question of importance of certain factors that tend to affect communication with superiors and subordinates such as (a) anticipation of promotion in rank, (b) anticipation of pay raise, (c) interpersonal trust and (d) loyalty to organization, there appeared to be a pattern of uniformity in attitude towards these factors as they affect both superior or subordinate relationships among the middle-level personnel. Interpersonal trust was ranked first by 21 respondents in relationship vis-a-vis superior and 20 vis-a-vis subordinates. Loyalty and organization was considered

considered next in importance with anticipation of pay raise as the least important factor.

There was also a similar pattern in the response of leadership roles among the respondents in both countries, although the Filipinos ranked as the most important attribute, the creation of team spirit (59% very important, and 31% important) while the Malaysians ranked the initiation of programs as most important (58% very important) while creating a team spirit ranked only second with 42%. The Filipino respondents ranked the initiation of programs in the same order as providing information (50%). The task of stimulating staff individually was also rated important by respondents in the two countries. Counseling on personal affairs and evaluative roles are considered only fairly important.

SUMMARY

The study focused on the communication behavior and role perceptions of administrators who are the principal sources of information and decision-makers in population communication strategies. For sometime now, the interest of diffusion researchers has been on receiver behavior measured in the form of acceptance of the innovation and other factors affecting the rate of spread which are either located in the interactions between source, receiver innovation and other factors in the social structure. There has been very little attempt to examine the manner in which information spreads among members of the "diffusers of information" or the decision-making processes they employ, which are, in the final analysis, perhaps the most significant factors in understanding the kinds of information and the manner in which they are transmitted.

Certain manifest characteristics of administrators in general, have emerged in this study, e.g., they send more information than they receive; the initiation of communication is perceived to be a principal means of defining status; the preferred channel of communication is 1-1 conference and low value placed on memos and telephone, emphasis on leadership attributes such as "democratic" "human-relations" and "accessibility" orientation; and similarity in values and interests as a desired peer attribute. Decision-making in both countries is democratic in that responses indicate that directors always consult small groups on important matters. The findings indicate that there is effective communication within the organization: effectiveness being measured by the perception of antonomy, adequate supervision and participation in decision-making and feedback indices (equal amount of time spent in sending and receiving information). The preference for one-to-one interaction with

other colleagues may not be the most efficient method (measured in time spent) but may be more effective in organizations where members have a greater need for clarity or where there is a low tolerance for ambiguity.

Some differences which may be attributed to cultural factors are the preference of Filipinos in communicating face-to-face directly with superior, subordinate and peer; while on the other hand, the Malaysians prefer to route information through an assistant. Ranking on other attributes and behaviors are found not to differ significantly. This indicates that the respondents may be more "homophilous" than has been expected, particularly in many of the communication and decision areas studied. Perhaps the hypothesis that the elites of all cultures share more similar value-orientations and behavioral patterns than they do with the members of their own national culture who belong to the lower socio-economic and educational level should be given more serious attention in subsequent studies. The modernity attributes found by Inkeles and Smith (1966) are similar to some of the leadership attributes analyzed in this study.

Table VI

Communication Behavior of Middle Level Personnel Within and Outside the Organization

	Communication with Superiors		Communication with Subordinates		Peer-to-Peer Communication	
	Within	Outside	Within	Outside	Within	Outside
Philippines	25.3%	25.4%	40.2%	28%	35%	43.8%
Malaysian	22%	29.2%	81.7%	43.1%	18.7%	32.8%

Table VII

Interaction Among Middle-Level Personnel in Non-Work Situations

	Philippines (N=30)			Malaysia (N=12)		
	Superiors	Peers	Subordinates	Superior	Peers	Subordinates
Very Frequently	7%	2%	3%	17%	25%	8%
Frequently	20%	33%	33%	42%	92%	67%
Seldom	40%	47%	20%	58%	8%	42%
Never	0%	0%	3%	0%	0%	0%

Table VIII-A

Media Use Among Middle-Level Personnel

	MUCH	SOME	LITTLE	NONE	
A. Telephone					
Philippines					
Superior	2	6	10	12	Little
Subordinate	3	8	11	7	Little
Peer	6	9	3	4	Some
Malaysia					
Superior	2	4	5	5	Little
Subordinate	3	3	5	4	Little
Peer	8	4	0	1	Much
B. Memorandum					
Philippines					
Superior	6	12	4	5	Some
Subordinate	8	7	12	3	Little
Peer	5	12	5	3	Some
Malaysia					
Superior	3	7	1	4	Some
Subordinate	5	4	5	1	Some
Peer	4	5	1	3	Some
C. Correspondence					
Philippines					
Superior	13	12	2	0	Much
Subordinate	12	11	4	1	Much
Peer	13	12	1	1	Much
Malaysia					
Superior	8	7	0	0	Much
Subordinate	7	6	2	0	Much
Peer	8	6	0	0	Much
D. Reports					
Philippines					
Superior	16	10	2	0	Much
Subordinate	6	13	2	3	Some
Peer	11	11	1	3	Much
Malaysia					
Superior	9	6	0	0	Much
Subordinate	3	10	0	1	Some
Peer	7	6	0	1	Much

Table VIII-A (continued) (Media Use Among Middle-Level Personnel)

	MUCH	SOME	LITTLE	NONE	
E. One-to one Communication					
Philippines					
Superior	19	11	0	0	Much
Subordinate	22	8	0	0	Much
Peer	21	4	2	0	Much
Malaysia					
Superior	10	4	0	0	Much
Subordinate	11	4	0	0	Much
Peer	11	1	2	0	Much
F. Small Group Communication					
Philippines					
Superior	3	19	3	1	Some
Subordinate	7	18	4	0	Some
Peer	3	11	5	0	Some
Malaysia					
Superior	1	10	1	1	Some
Subordinate	6	7	2	0	Some
Peer	5	9	0	0	Some
G. Formal Lectures					
Philippines					
Superior	1	1	8	17	None
Subordinate	1	10	10	8	Some
Peer	0	3	12	8	Little
Malaysia					
Superior	0	0	6	9	Little
Subordinate	1	8	2	3	Some
Peer	1	2	4	6	Little

Table VIII-B

Media Use On a Typical Working Day

Media	10-30 Min.		1 hour		2 hours		3 hours		4-5 hrs.		6 hours		None	
	Phil	Mal	Phil	Mal	Phil	Mal	Phil	Mal	Phil	Mal	Phil	Mal	Phil	Mal
Telephone	31%	50%	38%	42%	10%	8%	0%	0%	0%	0%	0%	0%	3%	0%
Memo and Correspondence	45	50	38	33.3	14	25	3	83	0	0	0	0	0	0
Reports	10	0	24	25	31	25		50	3	0	3	8	3	0
Scripts	3	0	10	16	17	17	21	25	0	25	0	0	10	0
Lectures	24	50	28	8	10	17	3	17	7	8	3	0	3	0
Small Groups	14	0	41	58	14	25		17	0	8	0	0	10	0
Large Groups	17	7	35	42	10	25		8	0	0	0	0	10	0
One-to-One with Superiors	41	50	28	50	10	8	0	0	0	0	0	0	3	0
One-to-one with Subordinates	24	4	17	42	28	8	10	8	7	17	3	0	3	0

Table IX

Communication Behavior Among Middle-Level Personnel

Communication	Philippines (N=26)					Malaysia (N=12)				
Styles	Much	Some	Little	None	Does Not Apply	Much	Some	Little	None	Does Not Apply
Group Discussion	69	31	8	0	4	25	42	0	0	0
Self-Evaluation	12	46	19	8	15	17	50	42	0	17
Suggestion Box	0	0	12	31	50	0	0	17	25	75
Asst. Solicits Opinion	12	23	31	8	31	17	25	42	17	25
Others	8	4	12	0	4	8	0	8	0	8

Table X

Communication Behavior with Subordinates

Communication Style	Philippines (N=27)	Malaysia (N=12)
Very Much at Ease	67%	83%
Moderately at Ease	33	42
Fairly Difficult	0	0
Very Difficult	0	0

Table XI

Decision-Making in the Organization Among Middle-Level Personnel

Communication Styles	Philippines (N=24)				Malaysia (N=12)			
	Almost Always	Frequently	Seldom	Never	Almost Always	Frequently	Seldom	Never
Director Decides Alone	4%	33%	46%	17%	25%	25%	58%	8%
Director Consults Small Group	17	100	25	8	17	67	17	7
Director Consults with Staff	25	63	21	4	33	67	8	8
Group Decides	21	50	25	4	25	50	17	8
Board Decides in Consultation with Senior Staff	4	25	17	13	0	33	8	17

Table XII

Decision Areas
Perception of Middle-Level Personnel

Decision Areas	Philippines	Malaysia
Budget	9%	11%
Program	19	15
Personnel	13	14
Other Policy Matters	12	14
Social Matters	14	12

Table XIII-A

Perception of Amount of Supervision

Frequency	Philippines (N=28)		Malaysia (N=12)	
	Subordinates	Superior	Subordinates	Superior
Very Much	7%	0%	17%	0%
Much	21	21	33	25
Moderate	91	32	75	42
Little	0	39	0	50
None	0	4	0	0

Table XIII-B

Perception of Autonomy Given to Subordinates/Superiors
(Initiating Ideas and Suggestions)

Frequency	Philippines (N=28)		Malaysia (N=12)	
	Subordinates	Superior	Subordinates	Superior
Most of the Time	79%	64%	92%	83%
Sometimes	21	21	8	33
Seldom	0	7	0	0
Never	0	0	0	0

Table XIII-C

Perception of Ideal Supervision from Superiors

	Philippines (N=26)	Malaysia (N=12)
Same as Now	81%	92%
More	12	8
Less	8	0

Table XIV

Communication Behavior of Middle-Level Personnel

	Philippines (N=28)			Malaysia (N=12)		
	Superiors	Subordinates	Peers	Superiors	Subordinates	Peers
Open and Trusting	68%	68%	68%	83%	92%	100%
Moderately Trusting	32	42	32	42	25	25
Reserved, Hold Back Much Info	0	0	0	0	0	0

Table XV-A

Perception of Leadership Roles

	Philippines (N=26)				Malaysia (N=12)			
	Very Important	Important	Fairly Important	Not Important	Very Important	Important	Fairly Important	Not Important
Initiates Programs	50%	42%	8%	0%	58%	0%	8%	0%
Stimulates Staff	39	54	0	0	25	42	0	0
Provides Information	50	46	4	0	25	33	8	0
Evaluates	27	27	39	4	25	25	8	8
Counsels	15	31	31	27	25	17	17	8
Creates Team Spirit	65	31	27	12	42	25	0	0

Table XV-B

Perception of Desired Leadership Attributes (1-7)

Attribute	Philippines	Malaysia
Democratic	6*	6
Human Relations-Oriented	6	4.5
Accessible	7	7

* Note: This ranking is based on a 7-point scale with 1 being on the polar opposite of the attribute above.

Table XVI

Perception of Desired Attributes of Peer Relationship

Attribute	Philippines Rank	Malaysia Rank
	(1-5 order of importance.)	
Similarity in Values and Interests	1	1
Similarity in Economic Class	3	3
Similarity in Educational Level	2	2
Similarity in Religious Beliefs	4	4
Similarity in Political Beliefs	5	4
Kinship	5	4
Previous Acquaintance	4	5

FOOTNOTES

[1] Deutschmann, Ellingsworth, and McNelly (1968) found a similar ranking on their methods among their Latin American people. Using unstructured interviews with 309 respondents (whose status and socio-demographic characteristics are very similar to that of the middle-level administrators in this study), they found the following methods ranked in order of importance: one-to-one conference, small group, reports, memorandum, telephone and lectures. Sharing correspondence was not included in the Deutschmann Study.

[2] The Latin American study (Deutshmann, et al.) also found a similar pattern of communicating more with peers outside the organization. However, there appears to be more "upward" communication within the organization among the Latin American People.

[3] Participation in decision-making was found to be essential to high morale. Maier (1950) says that "a solution worked out by a group is more acceptable to the group by an authority."

[4] Trow (1957) defines autonomy as the degree to which a person's position in the information flow of an organization permits him to determine for himself the organizationally appropriate level or direction of his own future activity and found that job satisfaction is the consequence of adequate autonomy.

[5] Interpersonal attachment is found to be a by-product of homophily or value - similarity (Rogers, 1969).

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